



Policy: 4070
Procedure: 4070.03
Chapter: Extra Programs
Rule: Campus-Wide Extra Help

Effective: 7/25/08
Replaces: N/A
Dated: N/A

Purpose:

The Arizona Department of Juvenile Corrections (ADJC), as part of the Systems for Change, Behavioral Management System, establishes Extra Help processes to assist the agency and its juveniles to develop a healthy and safe environment. Organizationally, whenever there is an unacceptable number of incidents involving physical and verbal aggression (profanity and disrespect) the agency may implement the Campus-Wide Extra Help process. The purpose of this process is to harness and integrate multiple resources that promote a culture conducive to change that embodies the agency norms and to support the development of a healthy and safe environment.

Rules:

1. **ADJC SECURITY FACILITY PERSONNEL** shall initiate the Campus-Wide Extra Help process:
 - a. As a temporary response when Alternative Education (AE), unit Extra Help, Separation, Exclusion, and other individualized and less restrictive approaches have proven ineffective;
 - b. Upon the approval of the Deputy Director;
 - c. Upon notification to the Director; and
 - d. Only when there are three or more juveniles requiring this type of intervention.
2. Once **ADJC PERSONNEL** have assigned juveniles to the campus-Wide Extra Help process they will ensure:
 - a. Education, treatment services, and behavioral health interventions are provided to the juveniles in a location outside their living unit on a daily basis;
 - b. The juveniles continue to remain in the Campus-Wide Extra Help Program until they meet expectations as defined in their Continuous Case Plan (CCP);
 - c. Release criteria are developed for each juvenile upon his/her entrance into the program.
3. When a juvenile completes the required behavioral assignments in line with release criteria and no longer exhibits violent behavior, the **SYSTEMS FOR CHANGE COORDINATOR** shall make a recommendation that the juvenile:
 - i. Resume core programming; and
 - ii. Return to his/her housing unit.
4. **Set-up of Campus-Wide Extra Help Program**
 - a. The **SECURE FACILITY SUPERINTENDENT** shall select a centralized communication area to be used as a reporting and check-in area to determine progress per shift;
 - b. The **CHIEF ADMINISTRATOR FOR SAFE SCHOOLS** shall select a Systems for Change Coordinator to oversee the process;
 - c. The **SYSTEMS FOR CHANGE COORDINATOR, IN COLLABORATION WITH THE SUPERINTENDENT, PSYCHOLOGIST OR CLINICAL SUPERVISOR, AND THE PRINCIPAL** shall identify juveniles appropriate to participate in the Campus-Wide Extra Help process prior to its implementation. **PERSONNEL** shall consider the cognitive functioning and mental health status of the juvenile when making selections;

- d. To ensure good communication and program fidelity, the **SUPERINTENDENT** shall identify leaders with the responsibility of overseeing the following areas:
 - i. Communication;
 - ii. Scheduling;
 - iii. Staff selection;
 - iv. Security;
 - v. Clinical;
 - vi. Education;
 - vii. Medical;
 - viii. Youth Rights;
 - ix. Surveillance; and
 - x. Quality Assurance.
- e. The **SYSTEMS FOR CHANGE COORDINATOR, IN COLLABORATION WITH THE SUPERINTENDENT AND CLINICAL LEAD**, shall identify skilled personnel in the application of the Systems for Change to observe and manage juveniles during the process;
- f. The **SYSTEMS FOR CHANGE COORDINATOR** shall ensure personnel supervising the juveniles or facilitating groups have completed the Systems for Change training;
- g. The **SUPERINTENDENT** shall:
 - i. Develop an Action Plan Form 4070.03A, with daily updates, to monitor key activities and to provide continuous improvement;
 - ii. Develop and post a daily juvenile program schedule, including weekends.
- h. The **CHIEF ADMINISTRATOR OF SAFE SCHOOLS** shall provide daily oversight and support to the Superintendent and facility during the Campus-Wide Extra Help process to include facility grounds and unit visits twice weekly, minimally;
- i. **EMPLOYEES** shall:
 - i. Ensure that documentation of all individual and group contacts and/or interventions shall be in accordance with procedure 4200.09 Documentation of Behavioral Health Services;
 - ii. Use the Youth Self-Monitoring Form 4070.03B and Employee Feedback Form 4070.03C consistent with the Systems for Change Protocol;
 - iii. Use Separation whenever warranted, in accordance with Procedure 4061.01 Separation Program;
 - iv. Adhere strictly to:
 - (1) The exclusion policy in accordance with Procedure 4064.01 Exclusion;
 - (2) Procedure 4200.11 Therapeutic Restraint and Procedure 4058.01 Use of Force Continuum;
- j. **EMPLOYEES** shall ensure all juveniles participating in the process have an approved Individual Behavior Plan (IBP), in accordance with Procedure 4060.01 Individualized Behavior Plan;
- k. **EMPLOYEES RESPONDING TO JUVENILE'S SUICIDAL THREATS OR BEHAVIOR** shall:
 - i. Act in accordance with Procedure 4250.01 Suicide Prevention;
 - ii. Ensure any juvenile on precautionary status is assessed by a Qualified Mental Health Professional (QMHP) on a daily basis;
- l. The **PRINCIPAL** shall ensure a teacher is assigned to the Alternative Education (AE) program on the Campus-Wide Extra Help unit for educational instruction. When applicable, the **PRINCIPAL** shall provide or consult with a special education teacher to assist with instructing any youth with special education needs, in accordance with Procedure 4500.15 Alternative Education;
- m. **PERSONNEL** shall ensure juveniles:
 - i. Are given opportunity to file grievances, in accordance with Procedure 2304.01 Juvenile Grievances;

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- ii. Have unimpeded access to medical care in accordance with Procedure 3040.01
Access to Medical Care;
 - n. **OTHER AGENCY EMPLOYEES SUCH AS DESIGNATED INSPECTIONS AND INVESTIGATIONS PERSONNEL** shall help manage the process in the facility.
5. **Selection Criteria for Youth Assigned to Campus-Wide Extra Help**
- a. The **SYSTEMS FOR CHANGE COORDINATOR** shall select those juveniles:
 - i. Who exhibit repeated assaultive and disruptive behaviors detrimental to the safety and security of the facility;
 - ii. For whom other behavior management resources have failed to impact his/her behavior;
 - iii. Who have a need for intensive help in managing behavior.
 - b. The following **PERSONNEL**, with oversight by the Chief Administrator of Safe Schools and the Systems for Change Coordinator and with notice to the Youth Rights Ombuds Administrator or the Juvenile Ombuds, shall approve the selection of the juveniles:
 - i. Superintendent;
 - ii. Assistant Superintendent;
 - iii. Principal;
 - iv. Psychologist or Clinical Lead; with notice to the Youth Rights.
 - c. Those selecting juveniles for the program shall:
 - i. Not exclude a juvenile because of special needs; but
 - ii. Shall include modifications to treatment and education plan.
6. **Criteria for Reintegration of juvenile to his/her assigned unit and education schedule**
- a. **JUVENILES** shall satisfactorily complete:
 - i. Extra Help groups and assignments;
 - ii. Educational assignments in a pro-social manner.
 - b. **JUVENILES** shall exhibit a significant decrease in aggressive and delinquent behaviors while participating in this program;
 - c. **JUVENILES** shall demonstrate use of skills to self manage;
 - d. **JUVENILES** shall demonstrate the ability to follow the Systems for Change Community Expectations.
 - e. To reintegrate the participating juvenile into regular programming, **PERSONNEL** shall obtain approval, with written confirmation, from:
 - i. The Campus-Wide Extra Help leadership;
 - ii. Systems for Change Coordinator; and
 - iii. The Superintendent.
7. **Daily Schedule – PERSONNEL OVERSEEING CAMPUS-WIDE EXTRA HELP** shall ensure:
- a. Juveniles arrive at 6 a.m. each day and return to their assigned unit at 8 p.m.;
 - b. All meals are served on the unit designated for the Campus-Wide Extra Help process;
 - c. Juveniles participate in education activities for six hours per day;
 - d. All other time is spent in Extra Help group and other related activities;
 - e. If a juvenile is admitted to the Separation unit, upon release, s/he returns to the Campus-Wide Extra Help unit location until s/he meets the criteria for reintegration to his/her assigned unit;
 - f. All juveniles participate in Norm of the Day group to include snacks before movement to assigned unit for showers and bedtime.
8. **Juvenile Responsibilities - PERSONNEL OVERSEEING CAMPUS-WIDE EXTRA HELP** shall ensure juveniles:
- a. Participate in all extra help groups by giving and receiving help;
 - b. Complete a self monitoring report daily;

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- c. Complete all assignments and be prepared on time for group;
 - d. Follow group rules and agency norms;
 - e. Are responsible for the cleanliness and upkeep of the unit;
 - f. Follow **Community Expectations**, to include, but not be limited to the following:
 - i. We are considerate of other's feelings, boundaries, and belongings (**Respect**);
 - ii. We keep ourselves, our room, and our unit clean and safe at all times (**Safe Environment**);
 - iii. We follow all rules of the facility, accept change in our community, and help others to do the same (**Responsibility**);
 - iv. We communicate with one another constructively and use appropriate body language (**Positive Communication**);
 - v. We acknowledge that we are a community, recognizing each other's strengths and helping each other with our individual goals (**Respect, Responsibility**).
 - g. Follow **ACAB group expectations**, to include, but not be limited to the following:
 - i. All juveniles must go to group and demonstrate they can give and receive help consistently. Adults facilitating groups will determine if the help given has been demonstrated consistently;
 - ii. All juveniles must complete a behavior chain on behavior which brought them to Extra Help. This behavior chain will be presented by the juvenile to his/her peers utilizing the Seven Steps of Behavior Group. All juveniles must be willing to accept help and develop a responsibility action plan based on the help given in group;
 - iii. Juveniles may be required to complete additional behavior chains to be presented in group on behaviors demonstrated in Extra Help;
 - iv. All juveniles must demonstrate use of coping skills with adults and peers in Extra Help interactions. These coping skills will be taught in Extra Help.
 - v. Juveniles will be required to use these same skills during the times they are at their own assigned unit.
 - h. Juveniles follow **classroom expectations**
 - i. The juvenile shall **respect** the living environment by:
 - (1) Entering and exiting quietly;
 - (2) Remaining quiet and eliminating side talking;
 - (3) Using appropriate voice levels;
 - (4) Raising his/her hand to ask questions.
 - ii. The juvenile shall take **responsibility** by:
 - (1) Following classroom directions;
 - (2) Participating in classroom discussions;
 - (3) Completing the work to the best of his/her ability.
 - iii. The juvenile shall use **positive communication** by:
 - (1) Using good manners, "Please" and Thank You;"
 - (2) Addressing adults as "Mr." and "Ms.;"
 - (3) Keeping hands visible;
 - (4) Removing hats.
 - i. The juvenile shall contribute to a **safe environment** by:
 - i. Sitting appropriately by keeping his/her feet on the floor;
 - ii. Keeping his/her chair upright;
 - iii. Asking permission to leave his/her seat;
 - iv. Sitting in his/her assigned seat.
9. **Unit Set Up - PERSONNEL OVERSEEING CAMPUS-WIDE EXTRA HELP** shall ensure the set-up of the physical location contains:
- a. Modular furniture and heavy work stations for each juvenile;
 - b. Locked file cabinet;
 - c. Computer and printer;
 - d. Paperwork, to include:

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- i. Exclusion Binder;
 - ii. Unit Log Book;
 - iii. Juvenile Information folders to contain:
 - (1) Juvenile Face Sheet;
 - (2) Transfer/Discharge Summary; and
 - (3) Completed treatment assignments.
 - iv. Shift Leader Binder;
 - v. Restraint Log;
 - vi. Red Folders; and
 - vii. Suicide Prevention Time Sheets Form 4250A.
 - e. Grievance box and grievances;
 - f. Cleaning supplies stored on Unit;
 - g. Posted Extra Help group rules;
 - h. All areas free of items that may be thrown or used as weapons;
 - i. Daily Youth Roster with name, K number, and picture provided on the unit (Juvenile assigned to Campus-Wide Extra Help will be temporarily moved onto that unit's count in Youthbase).
10. **Education - PERSONNEL OVERSEEING CAMPUS-WIDE EXTRA HELP** shall ensure:
- a. Juveniles work on educational material provided by their assigned teachers during education hours, and are assisted by a certified teacher;
 - b. Juveniles provided recreation opportunities for one hour daily by recreation staff. This will be "large muscle exercises" on the unit and progressing to off unit recreation;
 - c. A class roster shall be maintained and attendance documented.
11. **Responsibilities of Leaders**
- a. **SUPERINTENDENT** – shall ensure the integrity of the Campus-Wide Extra Help process and ensure action plan is updated;
 - b. **COMMUNICATION COMMANDER** – shall ensure day-to-day communication practices follow protocols, ensure all debriefings are held in an orderly manner, and all participants' contributions are recognized. This leader shall ensure all staff and leaders participating in the process are informed whenever a youth's status changes;
 - c. **EMPLOYEE SCHEDULER** – shall:
 - i. Schedule employees using Form 4070.03G Falcon Schedule;
 - ii. Ensure staff-to-juvenile ratios are met during the Campus-Wide Extra Help process; and
 - iii. Assign additional support staff as needed;
 - d. **GROUP OR PERSON MAKING EMPLOYEE SELECTIONS** – ensures all staff working in the program are trained and all groups are facilitated by skilled staff;
 - e. **SECURITY** – shall ensure one security employee is assigned daily to provide additional support and monitor quality of response to calls;
 - f. **EDUCATION** – shall:
 - i. Oversee the AE classroom in the Campus-Wide Extra Help unit;
 - ii. Ensure special education needs are met, when applicable; and
 - iii. Liaise with other leaders at briefings or as needed.
 - g. **CLINICAL** – shall ensure all IBPs:
 - i. Meet the needs of juveniles assigned to the Campus-Wide Extra Help process; and
 - ii. Adhere to clinical policy and procedures.
 - h. **MEDICAL** – shall ensure:
 - i. Juveniles have unimpeded access to medical care; and
 - ii. All medical policy and procedures are complied with.
 - i. **YOUTH RIGHTS** – shall:
 - i. Monitor daily programming to ensure adherence to youth rights; and
 - ii. Report any infractions to superintendent.

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- j. **PERSONNEL IN CHARGE OF SURVEILLANCE** – shall ensure constant monitoring of cameras during school hours and dispatch staff in an effort to prevent or respond to crisis;
- k. **QUALITY ASSURANCE** – shall:
 - i. Monitor the fidelity of program; and
 - ii. Report findings/observations to the superintendent.

12. Staffing Patterns and Expectations

- a. The **SUPERINTENDENT OR DESIGNEE** shall:
 - i. Ensure a 1:3 staff to youth ratio is maintained
 - ii. Assign additional staff as needed.
- b. The **EMPLOYEE SCHEDULING LEADER** shall assign a unit shift leader at the beginning of each shift;
- c. The **SYSTEMS FOR CHANGE COORDINATOR** shall:
 - i. Ensure employees skilled in the Systems for Change facilitate all groups;
 - ii. Select a lead group facilitator at the beginning of each shift.
- d. **EMPLOYEES** shall:
 - i. Utilize all tools learned in the Systems for Change training;
 - ii. Be able and willing to promptly confront and teach;
 - iii. Remain fully engaged with the juvenile throughout the shift; and
 - iv. Communicate openly and continuously with other employees to ensure safety and continuity of care;
 - v. Review and utilize Extra Help Guidelines Form 4070.03E when facilitating and managing group;
 - vi. Document all individual and group contacts and/or interventions, in accordance with Procedure 4200.09 Documentation of Behavioral Health Services;
- e. The **ASSIGNED EDUCATION EMPLOYEE** shall use the Student Classroom Expectations Form 4070.03F to record classroom behavior and compliance;
- f. **EMPLOYEES** shall:
 - i. Review the juvenile's information folder prior to the start of their shift;
 - ii. Debrief at the beginning and ending of each shift;
 - iii. Remain on the unit, or at their assigned post, until relieved by the Scheduling Leader;
 - iv. Inspect all juvenile rooms that have been used for exclusion;
 - v. Report and ensure all graffiti is removed;
 - vi. Ensure juveniles:
 - (1) Follow dress code;
 - (2) Address employees appropriately; and
 - (3) Are re-directed regarding all inappropriate language and gestures.
- g. **EMPLOYEES** shall role model the agency norms and follow the Systems for Change employee expectations at all times;
- h. **EMPLOYEES** shall:
 - i. Ensure all juveniles entering and exiting the building are searched, in accordance with Procedure 4052.01 Search of Juvenile and/or Belongings;
 - ii. Comply with all policies and procedures relevant to the situation at hand.

13. Family Involvement

- a. The **ASSIGNED YOUTH PROGRAM OFFICER AND/OR FAMILY LIAISON** shall notify the juvenile's parent and/or legal guardian of his/her son/daughter's placement in the Campus-Wide Extra Help process to include:
 - i. Reason for admission;
 - ii. The parent's role in supporting the juvenile while s/he is participating in the Campus-Wide Extra Help process; and
 - iii. Notification of any visitation adjustments during the process.

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- b. **EMPLOYEES** shall allow juveniles a one hour visit with no food privileges during their assigned housing unit's visitation time.

14. Briefings

- a. The **FOLLOWING PERSONNEL AND/OR DESIGNEE** shall participate in a daily debriefing with the Deputy Director and/or designee at 8:00 a.m. (with the exception of weekends) to determine progress and juvenile transition:
 - i. Chief Administrator of Safe Schools;
 - ii. Assistant Director of Legal Services;
 - iii. Clinical Director;
 - iv. Superintendent of Education;
 - v. Inspection/Investigations Chief Administrator;
 - vi. Secure facility Superintendent;
 - vii. Assistant Superintendent(s);
 - viii. Clinical Lead;
 - ix. Principal; and
 - x. Quality Assurance Administrator.
- b. The **DEPUTY DIRECTOR OR DESIGNEE** shall ensure the agenda includes, but is not limited to the following:
 - i. Review of Action Plan;
 - ii. Identification of juvenile's progress;
 - iii. Information on juvenile(s) in Separation;
 - iv. Significant Issues (employees and juveniles);
 - v. Next Steps.
- c. The **SUPERINTENDENT OR DESIGNEE** shall ensure facility briefings, to include unit managers, YPO IIIs, and all leaders, occur daily at 1 p.m. utilizing the daily briefing protocol.
 - i. Following the 1 p.m. briefing, the **SYSTEMS FOR CHANGE COORDINATOR OR DESIGNEE** shall send a recap of the day's programming events to the Superintendent or designee;
 - ii. After reviewing the recap, the **SUPERINTENDENT OR DESIGNEE** shall send it to the following key stakeholders:
 - (1) Deputy Director;
 - (2) Clinical Director;
 - (3) Juvenile Ombuds Administrator;
 - (4) Chief Administrator of Safe Schools;
 - (5) Education Superintendent;
 - (6) Quality Assurance Administrator.
 - iii. Upon receipt and review of the recap:
 - (1) The **DEPUTY DIRECTOR** shall send it to the Director;
 - (2) The **DIRECTOR** shall send it to Leadership Team.
- d. The **SUPERINTENDENT OR DESIGNEE** shall brief the Systems for Change Coordinator daily at 8 p.m. in regard to the following:
 - i. Mood/behavior during overall groups and education;
 - ii. Status of each juvenile, i.e.,
 - (1) General mood and attitude;
 - (2) Work completed;
 - (3) Willingness to give and receive help.
 - iii. Potential problems;
 - iv. Juvenile to juvenile interactions;
 - v. Discussion of skills used, ways to improve, and techniques found to be effective with individual juveniles.

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15. Quality Assurance

- a. **SECURITY PERSONNEL** shall ensure camera surveillance is conducted daily and employees are sent to an identified location to provide additional support;
- b. **JUVENILE OMBUDS** shall:
 - i. Participate in briefings, Multi-Disciplinary Team (MDT) meetings, and observe program activities;
 - ii. Ensure juveniles have access to the juvenile grievance process;
 - iii. **QUALITY ASSURANCE** shall provide quality assurance audits of the program;
 - iv. **INSTITUTIONAL COORDINATOR AND ASSISTANT SUPERINTENDENTS** shall continue to monitor all units in regard to adherence to the Systems for Change expectations and readiness for juvenile reintegration to his/her assigned unit from the Campus-Wide Extra Help process.
- c. The **SUPERINTENDENT** shall develop an action plan and update it weekly.

16. Forms and Reports -The **SUPERINTENDENT OR DESIGNEE** shall:

- a. Compile all completed forms, schedules, and reports;
- b. File them in a designated area in his/her office.

17. If the violence and/or the delinquent culture is more apparent and contained to one housing unit, **PERSONNEL** shall use the Intensive Restorative Culture Group process instead of the Campus-Wide Extra Help process.

Signature Date

7/25/08

Approved by Process Owner

Kellie M. Warren, Psy. D., Deputy Director

Kellie M. Warren, Psy. D., Deputy Director

Effective Date

7/25/08

Approved by

Michael D. Branham, Director

Michael D. Branham, Director